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ABSTRACT

This paper describes the organizational scope, structure, and financial approach of a mock university higher education library media center (i.e., an instructional technology center which functions primarily as a curriculum or training support agency). The paper is organized according to objectives in four main categories. The first category is a general overview of the plan, including background and philosophy, goals and objectives, a budgetary plan for a five-year period, a general long-range plan, recommendations identifying what will be needed to achieve the goals, future plans for a five-year time period, written priorities, an administrative flow chart, and an organized plan for grant monies. Print/nonprint hardware and software are addressed in the second and third categories. Related objectives include analysis of current inventory holdings and comparison with state and national guidelines for accreditation, a five-year set of hardware/software goals, expenditure lists of hardware/software that coincide with the five-year plan, specifications for hardware/software to be purchased during the first year, estimates of long-range hardware/software costs, and plans for grant monies. Space, facilities, personnel, resumes, in-service plans, policies, forms (including evaluation), job descriptions, client relationships, public relations, and survival strategies are considered in the fourth category. (AEF)

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**East Texas State University
Educational Technology 579
Administration of Media Programs
(Fall 1993)**

"Case Study of a Hypothetical Higher Education
Library Media Center."

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TO THE EDUCATIONAL RESOURCES
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The purpose of this assignment is to systematically plot the organizational scope, structure and financial approach of a mock university higher education library media center. Or, to quote the ETec 579 syllabus, "To plan, design, and produce a program for an instructional technology center which functions primarily as a curriculum or training support agency." For the purposes of this survey, my home institution, Southern Arkansas University in Magnolia, Arkansas, serves to some degree as the model for "Southern State University".

CATEGORY I: General Overview of Plan.

Objective 1: Create a background for the hypothetical center.

Southern State University is located in Columbia, Arkansas. Columbia has a population of 12,000 and is located in the southwest portion of the state. It is a largely agrarian area with timber and oil as the two main economic resources. The university is a state-supported institution with a full-time enrollment of 5,200 students. Of this number, 42 are graduate students in the College of Education.

Instruction at Southern State University takes place in four areas: the College of Liberal and Performing Arts; the College of Education; the College of Science and Technology; and the College of Business. There are 260 full-time faculty, of which 59 percent hold doctoral degrees. A demographic analysis of students

indicates that 83 percent of the student body are White, 15 percent is African American, and two percent listed as Other. The university has a seven-member Board of Trustees. The governor selects appointees to the board.

Southern State University, similar to other public institutions in the state, has had to adjust its overall budget as a result of shortfalls in Arkansas. The university media services operation previously consisted of public relations and radio-television operations conducted in separate areas of campus.

Budgetary constraints have made it necessary for these areas to be consolidated. The combined budgets will be reduced by 20 percent. When added to library monetary allocations, the total is \$900,000. The current director of radio-television operations shall be in charge of the combined units and coordinate all Library needs and purchases. The Media Services Division will be relocated to the first floor of the Southern State University Library.

Objective 2: Develop a philosophy for the facility, reflective of their newly created background and community culture.

The philosophy of the newly created Media Services Center is to support instructional development at Southern State University by producing and providing materials and equipment for classroom use. The Media Services Center is designed to meet the needs of

all departments. The professional staff consists of one faculty member (Media Services Director), four full-time staff (including one audio-visual engineer), and 12 part-time student workers.

Physical facilities of the center consist of six offices; two theatre-style classrooms; two labs equipped with video equipment; laminating and transparency machines; two control and projection rooms; two classrooms that can be used as television studios; and two cutting and storage rooms. The president's public relations staff, which consists of two people, shall be housed in one office.

The Media Services Center has a centralized collection of media equipment that is available for use in the center, for loan to faculty or students, or for use in classrooms. Equipment is available to students for overnight or off-campus use. The Media Services Center provides faculty and students with instructional material for classroom assignments facilitating the production of slides, transparencies, video and audio recordings, rental films, and tapes.

The strength of the center lies in the type of equipment and material available for individual students and faculty, as well as the service provided for the surrounding community. The Media Services Center provides ample space for students to work in groups or individually.

The Southern State University Library is a comprehensive

open-stacks library-learning resource center located in the center of the campus. The building consists of three floor levels with 90,000 square feet gross. On level one of the building is the new Media Services Center. The library is located on the second and third levels.

It is staffed with five professionals. These are a head librarian and four assistant librarians. Two library technical assistants aid the professionals. Student assistants who perform many tasks under the direction of the professional staff supplement these positions. The student payroll for the 1994-95 fiscal year totals \$54,000 that, at \$4.50 per hour pay rate, provides 12,000 hours of student assistance during the year. It also saves in the long term regarding additional health and assorted benefits that would be accorded to full-time employees.

The president of Southern State University has designated the Director of the Media Services Center with the final responsibility of making all Library purchases. The director shall consult with a university committee for input regarding such purchases.

This Library Committee which assists in the development or revision of policies concerning the library is a permanent institutional committee whose membership represents the primary users within the university community. Committee membership consists of the chairperson (appointed by the president of

Southern State University), one person elected by each school of the university to serve a three-year term (with one-third of the committee elected each year), the Head Librarian, the Vice President for Academic Affairs, and two students annually appointed by the Student Government Association. The Media Services Director shall be an ex-officio member of the committee.

Objective 3: Write a rationale for the philosophy that was developed in number two above.

With the current budget shortfall in Arkansas, the lack of fiscal resources to fully fund all of the projects and programs in the Media Services Center and Library of Southern State University is a continuing concern. The decisions concerning the allocation of resources have always been made as part of the annual budgeting process in which academic departments and support areas identify their needs along with accompanying justifications. In addition, the university Analytical Studies team prepares a list of recommended priorities every two years.

Because all of the projects cannot be funded, the University must maintain good internal communications to reconcile conflicting claims on limited resources. This policy shall also be the case with the Media Services Center and Library financial and equipment allocations.

Objective 4: Identify goals and objectives.

There are three goals in assessing the long-term effectiveness of the Southern State University Media Services Center and Library. They are: (1) To assess the adequacy of the missions of the Library and Media Services Center for meeting the challenges ahead; (2) to gauge the organizational effectiveness of the Library and Media Services Center in their procedures and services, including staffing allocations, the changing role of student labor, and changing academic requirements; and (3) to assess the effect of potential technological changes on library and media services and suggest strategies for coping with these changes and taking advantage of emerging opportunities.

An objective for the first goal is to bring in outside consultants to assess the Media Services Center and Library in its new structure. This individual can suggest changes if problems emerge or unanticipated eventualities arise in organizational structure or budget procedures. An objective for the second goal is to solicit feedback from Library and Media Services Center staff, in addition to faculty, staff and students, in evaluating how the new structure can best serve the needs of the academic community. An objective for the third goal is for individuals in both the Media Services Center and Library to keep pace with technologies that will change the ways by which information can be accessed and stored. With severe budget restrictions, immediate

access to new technologies other than 1994-95 grant funding totaling \$400,000 shall be difficult. The university will strive to keep pace under tough financial circumstances.

Objective 5: Establish a budgetary plan for a five year period.

<u>SSU:</u>	1994-95	1995-96	1996-97	1997-98	1998-99
Enrollment	5200	5356	5517	5683	5853
Salaries	\$385,703	\$404,988	\$425,237	\$446,499	\$468,824
Hardware	\$260,145	\$273,152	\$286,810	\$301,151	\$316,208
Software	\$209,152	\$219,610	\$230,590	\$242,120	\$254,226
Subtotal	\$855,000	\$897,750	\$942,637	\$989,770	\$1,039,258
5% Cont.	\$45,000	\$47,250	\$49,613	\$52,093	\$54,698
Total	\$900,000	\$945,000	\$992,250	\$1,041,863	\$1,093,956

Objective 6: Describe a general long range plan.

The Media Services Center and Library and Southern State University shall strive to stay current with emerging trends and technologies in the information gathering and processing fields.

Faculty and staff are encouraged to visit with peers at other state-supported institutions to share information and gather data concerning similar functions performed. The administration, faculty and students shall be given the best possible library and media services that allocated budgets make available. The Media Services Center and Library shall develop grant writing skills that will allow for more extensive financing of items each area feels is necessary to keep up-to-date in their respective fields. Strong justification of funds for curriculum support will also be addressed.

A self-study of the Library and Media Services Center shall be performed in the next five-year cycle. This shall be undertaken in accordance with state accreditation requirements. Input shall be solicited both before and after the process from university faculty and students to see how the Library and Media Services Center can be made most accessible and user-friendly. In addition, the self-study shall examine if additional full-time staff are necessary in either area to ensure smoothness and professionalism of operations of each under increasing enrollment predictions through academic year 1998-99.

It is important to note, again, that the fiscal crisis in the state may not be over in the next five years. Hopefully, soft money can provide some, although temporary, relief when it comes to specific items that may be needed in either area. Both the

Media Services Center and the Library will do the best possible jobs in tight monetary times.

Objective 7: Prepare written recommendations identifying what will be needed to achieve the goals identified in number four.

There are specific recommendations for each of the goals listed previously. The first goal was: To assess the adequacy of the missions of the Library and Media Services Center for meeting the challenges ahead. The recommendation here is to bring in at least two paid outside experts familiar with joint Libraries and Media Services and assess them. This serves two purposes. It gives the university an opportunity to see how its operations compares with others of similar sizes, and it better prepares the institution for a state evaluation of its overall operation, and be ready for it, in the next five years.

The second goal was: To gauge the organizational effectiveness of the Library and Media Services Center in their procedures and services, including staffing allocations, the changing role of student labor, and changing academic requirements. Many Southern State University students are employed in work-study capacities, as is the case with individuals in both the Library and Media Services Center. The recommendation here is to have supervisors in both areas critically evaluate performances using a set of criteria to be determined over a five-

year period. If absences, tardiness or failure to perform prescribed tasks are not performed adequately, full-time staffers could potentially be an option if future budgets beyond fiscal year 1998-99 allow for them.

The third goal was: To assess the effect of potential technological changes on library and media services and suggest strategies for coping with these changes and taking advantage of emerging opportunities. The recommendation here is to give staffers all the information they need in order to apply for soft money from federal organizations for new Media Services or Library formats.

Objective 8: Outline the future plans for the center for a five year time period.

One of the future plans of the Southern State University Media Services Center and Library is to selectively weed out worn books, videos or equipment that are either outdated or worn beyond repair. Frequent updates of these and other areas in each section will be done each year. In addition, Media Services and Library staffers whose areas are impacted by such emerging information shall undertake research into technologies such as distance learning, elimination of the library card catalog, and utilization of new computer technologies. These individuals shall provide written summaries and oral reports of their findings to the Head

Librarian and Media Services Director as each dictates when issuing requests for data.

Fiscal responsibility shall also be stressed in the five-year plan. Only reliable, tested materials and items shall be purchased for Library and Media Services Center use. It is expected that telephone calls to vendors and current users of potential equipment to be requisitioned be made before purchases are made for items costing more than \$1000.

It is also expected that the Library and Media Services Center work as a cohesive unit as much as possible in the next five years. Melding disparate units into a whole are not easy. This is potentially made more difficult with the decision by the president that the Media Services Center Director have final say over all Library purchases. However, the Head Librarian has jurisdiction in the organizational chart over all library personnel and related areas. It is vital that all realize the financial integrity of the university required such a move to be made.

Objective 9: Establish written priorities.

There are a number of written priorities for the Southern State University Media Services Center and Library over the next five years. The focus is on teamwork, future trends, and fiscal responsibility, space requirements and purchasing procedures,

among others.

They are listed in order of importance: (1) Ensure a smooth transition and continued positive working relationship between the heads of the Media Services Center, Library, staffers in each area, and members of the university community; (2) Keep abreast of and acquire new technologies which, through both state and grant monies, can keep the university at the forefront of Library and Media programs with institutions of similar sizes in the region; (3) Hire outside consultants in both areas to give additional perspectives on programs, policies and procedures which can make the Library and Media Services Center adequately prepared for state evaluations; (4) Determine space and staffing requirements, which may be necessary to keep up with increases in enrollment projected through 1998-99; (5) Examine how current procedures in requisitioning and purchasing Media and Library holdings can be made more fiscally responsible by thoroughly questioning individuals at other institutions who have items currently being considered; and (6) Consider the importance of institutional cultural diversity when making all hiring decisions.

Objective 10: Create an administrative flow chart (for all personnel).

Below are flow charts for personnel at the Southern State University Media Services Center and Library. While the Head

Librarian consults with the Media Services Director concerning requisitioning and purchasing decisions, individuals working in these areas have separate lines of authority. The organizational structure reflects these distinctions.

SOUTHERN STATE UNIVERSITY: Media Services Center Director

Full-time staff (including A-V engineer)

Work-study students

SOUTHERN STATE UNIVERSITY: Head Librarian

Assistant Librarians

Technical Assistants

Work-study students

Objective 11: Organize and prepare an organized plan for the grant monies provided in the project.

The plan for spending \$400,000 in grant money would be made by the Library Committee. The Media Services Director and Head Librarian would meet and determine what was in the best interests of their areas and the university as a whole. Even though the Director would have final say on spending, a collegial approach

would be taken by him in working with the Library Committee in determining how the money could best be spent for the benefit of the university community as a whole.

This funding has been designated for microcomputers, printers, laser disc players and CD-ROM players. The Library Committee will deliver to the Media Services Center Director a written analysis of current university needs in these areas, in addition to a list of recommendations as how to prudently use this funding in an ever-changing world of information technology. These recommendations shall be realistic in considering funding priorities and how all segments of the institution can benefit from this grant funding.

In evaluating the recommendations of the Library Committee for purchase of the above equipment, the Director of the Media Services Center shall take the following items into consideration. First, what brands on the market are tested and reliable for long-term use? Second, can the equipment be upgraded to keep pace with improvements in the media and library fields? Third, how will these items be used to support the respective missions of the Library, Media Services Center, faculty, administration and students? Upon an exhaustive evaluation of these criteria, the Southern State University Media Services Center Director shall initiate requisitioning and purchasing processes for the equipment.

CATEGORY II: Print and nonprint hardware and budget.

Objective 1: Analyze the current inventory holdings and compare them to the recommendations published in the state and national guidelines for accreditation.

An analysis of current equipment holdings of the Media Services Center at Southern State University indicates that it has a lot of old material and needs updating in others. Selective weeding would involve elimination of most of the old 16 millimeter projectors, as the Center would keep two of the best units (with technical service manuals) for dubbing filmstrips to 3/4 or VHS videotapes for classroom use. Most record players would be eliminated, as the technology is going almost exclusively to digital compact discs or cassettes.

Apple II computers would be slowly phased out to accommodate for newer models which are quicker and have more utility. The Commodore 128 computers would also be slowly weeded out of circulation, even though the 25 current units could be eliminated immediately. The Radio Shack IV models would be weeded out also, as an IBM 486 standard would soon come about with grant funding. The current IBM 386 models and high-end Macintosh computers would be used until they were unusable. Standardization of computer printers would take place, as current holdings indicate four different models are currently being used. All typewriters, except for the new one, would slowly be phased out.

There are areas in which upgrading of inventory holdings is necessary. There is no fax machine available. At least two are needed for sending and receiving information quickly from outside sources. One would be in the library, and the other would be located in the office of the Media Services Center Director. The second fax machine would be shared with the president's public relations staff. Only two editing video tape recorders are listed in the inventory. This number should at least be doubled, as recording and dubbing videotapes for classroom use is one of the functions of the Media Services Center. One of the new editing systems would be Super-VHS, as holdings indicate recent purchase of three Super-VHS videocassette recorders. It makes no sense to purchase these recorders when the institution has no S-VHS holdings. As a result, S-VHS camcorders would also be purchased.

More LCD projectors would be purchased, as the student-to-faculty ratio will likely increase in the next five years. This is also true with wall screens, tripod screens and, particularly, overhead projectors. Grant monies would involve purchase of IBM 486 PCs. At least seven CD-ROM players would be purchased. Two would be in the library, one in the Media Services Center, and one each would be on loan to the four schools that comprise the university. Other purchases would involve more television monitors (possibly with built-in VCRs) and study carrels. At least two CD-audio players and four radios (two shortwave) would

also be purchased for use by faculty on a checkout basis.

Objective 2: Assemble a five year long range set of hardware goals.

It is essential that purchases be done gradually in as many instances as possible. If rash changes are made without proper consultation regarding hardware needs from fellow professionals and company representatives, money can be easily wasted. In the case of the grant funding for microcomputers and related equipment, the purchases must be done immediately. For other hardware, however, the modifications would be incremental.

The long-range hardware goals over five years will be responsible and also be determined in such a way as to keep pace with institutional goals. Each of the following items would be purchased each year in varying numbers: Overhead projectors, wall and tripod screens, television monitors, VHS and Super-VHS video cassette recorders and carrels. Purchases made on an annual or semi-annual basis would include opaque projectors, VHS and Super-VHS camcorders, radios. CD-audio players, LCD projectors, fax machines, assorted print camera materials and VHS or Super-VHS video editing systems.

State budget constraints make it difficult to project exactly how much funding will be available in terms of exact numbers of dollars available for each item desired. The Arkansas state

legislature allocates budget expenditures in two-year cycles. However, fairness and equality of distribution among faculty and students will be the ultimate standard by which hardware selections and purchases are made by the Southern State University Director of Media Services.

Objective 3: Develop expenditure lists of hardware that coincide with your five-year plan and meet the needs identified in number two above.

Below are approximate costs for selected items that will be purchased by the Southern State University Director of Media Services in the next five years. The list below indicates what one of each of the requested items will cost. All numbers have been rounded off to the nearest dollar, and are list.

They include an Opaque Projector: \$545; Overhead Projector: \$339; Wall Screen: \$676; Super-VHS camcorder: \$1,950; Television monitor: \$1,590; VHS/S-VHS compatible VCR: \$500; Carrel: \$315; Fax machine: \$420; Roll Laminator: \$ 1,395; Copy Stand: \$152; Transparency Maker: \$468; and a Super-VHS editing VCR system: \$13,300.

Exact numbers of selected hardware items and approximate costs have not been included. The Library Committee would suggest these selections and others, with final choices being made by the Southern State University Director of Media Services.

Objective 4: Write an exact set of specifications for any new hardware to be purchased during the first year and place them on a bid form (either from your school or make one up). Prices may be list.

Bid forms for five hardware items that shall purchased in the next five-year cycle at Southern State University will follow official institutional procedures, and have been previously submitted during the academic term. New hardware specifications will be placed on the university purchase order form. All items must be submitted on such forms before the requisitioning process can begin. The Business Office does not allow telephone ordering. Each item purchased must be filled out in the official manner prescribed, or such orders are either invalidated or must be paid out of the pocket of the individual placing the order.

Objective 5: Estimate the long range hardware costs as they relate to number two above. A five-year plan displayed in chart form is required, including estimated amounts of hardware and their projected costs (including inflation).

Below are the approximate costs over the next five years for selected items that shall be purchased by the Southern State University Director of Media Services. As was the case previously, all numbers have been rounded off to the nearest dollar, and are list. Some of these items will not be purchased

yearly, but rather on an annual or semi-annual basis. Since it has yet to be determined when exactly these materials will be purchased, their prices, adjusted for inflation, appear in the chart.

<u>SSU:</u>	1994-95	1995-96	1996-97	1997-98	1998-99
Opaque P.	\$545	\$572	\$601	\$631	\$663
Over. P.	\$339	\$356	\$374	\$393	\$413
Wall S.	\$676	\$710	\$746	\$783	\$822
S-VHS Cam.	\$1,950	\$2,048	\$2,150	\$2,258	\$2,371
TV Mon.	\$1,590	\$1,670	\$1,754	\$1,842	\$1,934
VCR	\$500	\$525	\$551	\$579	\$608
Carrel	\$315	\$331	\$348	\$365	\$383
Fax M.	\$420	\$441	\$463	\$486	\$510
Roll L.	\$1,395	\$1,465	\$1,538	\$1,615	\$1,696
Copy S.	\$152	\$160	\$168	\$176	\$185
Tr. Maker	\$468	\$491	\$516	\$542	\$570
S-VHS ed.	\$13,300	\$13,965	\$14,663	\$15,396	\$16,166

**Objective 6: Follow steps one, three, and four for your grant
(Remember, it is for one year only).**

It is important that the \$400,000 in grant money be spent wisely in the designated areas of microcomputers, printers, laser players and CD-ROM players. It was mentioned previously that IBM 486 PCs would be the microcomputer model of choice, weeding out old computers from the Southern State University system. Since this is a one-year grant, extensive study before purchase with

other institutions using IBM 486s would be conducted to verify the findings of the Library Committee. It would recommend to the Media Services Center Director what to purchase and in which numbers to buy these microcomputers. Costs for one copy of each of the grant items follow. The numbers have been rounded off to the nearest dollar, and are list.

They include an IBM 486, Model Fifty: \$1,774; Laser Printer: \$719; Laser Disc Player: \$ 1,500; and a CD-ROM player: \$3,485.

CATEGORY III: Print and nonprint software and budget.

Objective 1: Analyze the current software inventory holdings and compare them to the recommendations published in the state and national guidelines for accreditation.

According to state and national formulas, the Southern State University Library falls short in a number of areas. A plan to purchase new books is in order, as virtually all of them in the inventory are listed as old but usable. New encyclopedias on CD-ROM will also be purchased, as they can be easily upgraded. More pamphlets, trade publications and indexes are also needed for beefing up those areas.

One large problem in the software are i's that of filmstrips. The 200 old but usable filmstrips shall be transferred to VHS videotapes. An effort will be made to also bolster current VHS video holdings. Those currently on 3/4 inch videotapes shall be

kept, but transferred to VHS for playback in classroom facilities. All 16 millimeter films shall also be transferred to VHS videotape. However, all filmstrips shall be held in media storage for future re-dubbing purposes in case any VHS dubs are damaged or lost.

CD-audio discs will also be purchased as a means of curriculum support. Records will be transferred to audiocassette tapes, as record players are in less demand today. More audiocassette tape players and programs will be purchased. The 100 unusable cassette tapes shall be selectively weeded out over a number of years. More blank VHS and Super-VHS videotapes will be purchased to account for filmstrip conversion and increased camcorder use.

Transparencies, acetate sheets and rolls will also be purchased as increased in-house publicity concerning the Media Services Center should lead to increased demand of Center functions. The result of these purchases and related equipment shall be to make the Library and Media Services Center more user-friendly.

Objective 2: Assemble a five year long range set of software goals.

Specific numbers involving Library and Media Services Center software are, at this time, best estimates as to what will be needed for proper operation. Among items needed are 20 additional

newspapers, three almanacs, six pamphlets, one CD-ROM encyclopedia, 12 trade publications (three for each of the four colleges at Southern State University), 400 VHS videotapes, 300 audiocassette tapes, two transparency sets and slides, as the current inventory lists none at the present time.

In the next five years, these holdings would allow the university ready access to what it currently has, such as film-to-tape transfers, and purchase enough books within its budget as to stay as current as possible with state and national policies for Library and Media acquisitions.

Objective 3: Develop expenditure lists of software that coincide with your five year plan and meet the needs identified in number one above.

This is a list of selected software items to be purchased and their costs. Library books usually average the price listed below. However, costs of other items, such as videotapes, can be expected to stabilize or drop off due to their increasing usage in higher education. Prices are list.

The items include VHS blank professional videotape (120 min.): \$6; Audiocassette blank (90 min.): \$3; VHS pre-recorded program: \$89; Library book: \$30; Newspaper subscription: \$89; Magazine subscription: \$74; Journal subscription: \$90; Trade publication: \$32; Audiocassette pre-recorded program: \$20; and

Pre-recorded Super-VHS program: \$99.

Objective 4: Write exact specifications for any new software (if the material can be bid out - videotape for example) to be purchased during the first year and place them on a bid form (either from your school or make one up). Prices may be list.

The exact specifications for items to be bid on an official Southern State University form have been previously submitted during the academic term.

Objective 5: Write a sample order for each of the main software areas (filmstrip, a magazine, set of dictionaries, newspaper, etc.) that you plan on purchasing the first year). Place the samples of your software orders on requisition forms (either from your school or make them up). Prices may be list.

A sample order for some of the major software areas to be used in the Southern State University Media Services Center and Library has already been submitted during the academic term.

Objective 6: Estimate the long range software costs as they relate to number three above. A five year plan displayed in chart form is required, including estimated amounts of software and their projected costs (including inflation).

This is an estimated amount of software costs at Southern

State University over the next five years. It takes into account a five percent yearly rate of inflation in that time span.

<u>SSU:</u>	1994-95	1995-96	1996-97	1997-98	1998-99
Software	\$209,152	\$219,610	\$230,590	\$242,120	\$254,226

**Objective 7: Follow steps one, four and five for your grant
(Remember, it is for one year only).**

The same strategies for grant procurement purposes are found in Category II. Basically, the Media Services Center and Library would determine in tandem what items were most appropriate for using the grant money. When that procedure was concluded, the requisitioning and purchasing processes would begin. It is important to remember that with grant funding, items for use must be dependable, with heavy reliance on outside experts for both consultation and recommendations.

CATEGORY IV: Space, Facilities, Personnel, Resumes, In-Service Plans, Policies, Forms (Including Evaluation), Job Descriptions, Client Relationships, Public Relations, and Survival Strategies.
Objective 4: Create a personal resume utilizing the strengths and styles of other resumes presented by the instructor (Who has eliminated Objectives 1-3 for this category).

The required resume of the Director of the Southern State

University Media Services Center, was turned in separately earlier in the academic term. It shows a combination of teaching, research and administrative strengths on his part. His expertise also extends into the library area. The Media Services Center Director has written a number of reviews for the national quarterly publication Video Rating Guide for Libraries and has presented numerous invited papers and presentations at national and regional conventions of professional associations.

Objective 5: Extrapolate an in-service plan based upon the needs assessment carried out in CATEGORY I.

The newly-constituted Media Services Center at Southern State University now also encompasses the Library and presidential public relations staff. In such a new entity, it is important that resources in these areas be measured by means of an extensive evaluation of man hours performed in all areas. Our Media support services area has been charged with looking at performance logs for the past two years to determine who uses telecommunications equipment.

Library staffers and the presidential public relations staff will perform the same type of surveys. Breakdowns by colleges and departments will aid in ascertaining where all resources are used the most. Questionnaires will be sent to all that have potential access to Library and Media Services at the institution. In areas

where use of Library or Media services is low or nonexistent, telephone calls to individuals will be made. This strategy will assist the new facility in going out and actively soliciting feedback concerning what can be done for curriculum support in all areas.

Copies of survey results will be sent to all faculty and staff at Southern State University. This type of in-service questionnaire will be conducted by the Media Services Center on a yearly basis. It is important to stress that the facility will strive to make itself user-friendly and responsive to all that can benefit their students and peers with such media-related resources. For instance, workshops and other service-related seminars can serve to increase bases of library and media knowledge for students. Seminars will be offered to students who wish to perform in-depth research assignments.

Finally, brochures will be distributed to faculty, staff and students concerning just what types of exact services the Media Services Center and Library offer. Dubbing of university-produced videotapes, transparencies, copies and signs are just a few of the media-related services performed. Frequent contact with university employees will make the entire facility one that is used to its fullest and most productive capacity.

Objective 6: Develop evaluation forms for service and faculty.

The measurement of employee competence shall be conducted twice during each semester at the institution. The Media Services Center Director and Head Librarian will evaluate their respective workers according to the evaluation criteria specified on the form.

The Media Services Center Director also serves as a faculty member at Southern State University. In that capacity, he is evaluated each semester in all of his courses. The Student Evaluation Form has 18 questions that the university has determined are the most important to ascertain his classroom teaching ability. The instructor (in this case, the SSU Media Services Center Director), does not see these evaluations until the next semester.

Objective 7: Write a policy that will contain provisions for the evaluation of materials prior to acquisition and the handling of complaints (including re-evaluation) after the materials have been purchased. The policy will include the development of administrative strategies for implementing the plan.

The types of items purchased by the Media Services Center and Library include videotapes, audiocassette tapes, library books, transparencies, slides, maps, records, compact discs, CD-ROM, computer programs, newspapers, magazines, and related

institutional materials.

Southern State University believes in the tenets of intellectual freedom as set forth in the First Amendment to the Constitution of the United States of America. The university retains the right to select library items. The Media Services Center Director purchases Media and Library materials, with assistance from the Head Librarian. The particular needs of the university shall be taken into consideration when making all selections for purchase.

When the Media Services Center Director or Librarian cannot personally preview all materials for purchase, he or she shall ask experts in various fields of potential selected items as to appropriate purchases. This process also involves updating materials and replacing worn ones. These selections shall reflect the richness and scope of minorities, ethnic groups and women. In all selections, the importance of information shall be placed above personal opinion. In addition, these materials will support the university curriculum and higher education as a whole.

A balance of all sides of controversial issues of public importance shall be undertaken. The selection of controversial materials will be done in such a manner as to be balanced in matters of political ideology, religion, race, ethnicity, minority, sex or sexually-related matters. Offensive language is not an excuse for eliminating material from the Library.

A selection and reevaluation committee will be appointed by the Media Services Center Director to monitor all complaints regarding Library selection of books, periodicals or related materials. It will consist of individuals from both the university and community. All oral complaints shall be referred to the Head Librarian for discussion. If problems still persist, all written complaints will be sent to the board, and objectors may make their statements before it. Documentation of objectionable material must be given, with handouts, to the board.

The overriding concerns of Southern State University Media/Library facility and review board are intellectual freedom and freedom of speech. It will strive to ensure all points of view regarding controversial issues are included in both the Library and Media Services Center.

Objective 8: Establish an ongoing public relations program based upon the needs identified in CATEGORY I above. This will be a written plan to be submitted as part of CATEGORY IV.

All employees of the Southern State University Media Services Center will involve themselves in public and community service activities that underscore the importance of a vibrant Library/Media facility. A "Friends of the Library" club will be established. It will hold regular meetings both on and off campus. The club will invite university faculty, local

businessmen and women, community leaders, clergy and area citizens to share their experiences with others concerning the benefits of reading.

The Library will publish a bi-monthly newsletter, with copies made available to university faculty and staff. Copies will also be made available at local supermarkets and department stores. The newsletter will focus on items such as new acquisitions, favorite publications of university faculty and staff, in addition to news involving library operations. It will also discuss news and equipment available in the Media Services Center. Information will also be publicized concerning usage of the SSU Distance Learning Facility for future regional events.

An awards banquet for Library and Media Services Center employees will be held at the end of the year in the university dining complex. The President of Southern State University will be invited to make an address and award Library and Media employees with awards for excellence. Photographs of the event will be placed in regional newspapers served by the university, and news releases will be sent to area radio and television stations. The dinner itself will be videotaped and shown on the university cable access television channel.

A program featuring Library/Media news will be broadcast monthly on the Southern State University cable television access channel. Edited videotaped reports will feature different members

of the staff, in addition to giving viewers unique perspectives on the many important roles filled by Library and Media Services Center employees and work-study students.

The most important function in this public relations operation is to ensure community and university knowledge of Library and Media activities. If potential users of these facilities have easy access to information of such areas, the more likely they are to take advantage of them. This public and community service role fosters a sense of goodwill among the university and community. It also helps to bolster the long-term vitality of both the Library and Media Services Center.